

2021

ANNUAL HIGHLIGHTS

A Closer Look at the Maryland Transportation Authority



Maryland
Transportation
Authority



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ABOUT THE MDTA

Who We Are

For 50 years, the Maryland Transportation Authority (MDTA) has provided Maryland's citizens and visitors with safe, secure, reliable, and convenient transportation facilities.

The MDTA was established in 1971 by the Maryland General Assembly to finance, construct, operate, preserve, and improve the State's toll facilities and finance new revenue-producing transportation projects. Eight toll facilities – two turnpikes, two tunnels, and four bridges – connect Marylanders to life's opportunities.

Financed by toll revenue, the MDTA does not rely on State tax dollars.

Revenues are separate from the State's General Fund and Transportation Trust Fund and are reinvested into facilities to operate and maintain them.

The MDTA's Trust Agreement, for the benefit of bondholders, outlines how funds may be used as the MDTA develops and finances transportation solutions.

The MDTA is committed to preserving the State's vital infrastructure and maintaining quality and excellence in customer service. The organization's values, traditions, and most importantly our employees, help achieve these goals.

WHY ARE ROADS TOLLED?

Meeting Transportation Needs Without Raising Taxes

Construction and maintenance of many roads in Maryland are typically paid for with State and federal taxes. However, while transportation needs have increased, government budgets have decreased. Toll roads offer a way to meet this challenge without raising taxes.

With tolling, only those who use facilities are charged for their upkeep and maintenance. The MDTA receives no money from the General Fund and Transportation Trust Fund.

Roads are Tolled for Three Primary Reasons:

- To pay for a road that can't be built soon enough with available resources.
- To pay for continued maintenance and operation of a roadway.
- To pay for other transportation improvements in the area, such as work on highways, bridges and tunnels, travel plazas, or toll facilities.

Toll roads offer economic, quality of life, and safety benefits that can be delivered years in advance of using other funding methods.

Maryland is a Tolling Leader

Toll plazas are disappearing across Maryland. State roadways are 100% cashless (All-Electronic Tolling), and the latest tolling technologies save time and money, eliminating congestion at toll plazas, reducing engine idling, and allowing drivers to travel at highway speed across bridges, tunnels, and express lanes.

GUIDING PRINCIPLES OF THE MDTA

A Singular Mission

The Maryland Department of Transportation (MDOT) is a customer-driven leader that delivers safe, sustainable, intelligent, exceptional and inclusive transportation solutions to connect our customers to life's opportunities.

A Simple Vision

The MDTA will improve the quality of life and create time for the customers we serve by revolutionizing customer service, delivering premium transportation alternatives and providing a safer, faster, and more reliable driving experience.

- Maximizing Safety and Reliability
- Delivering Excellent Customer Service
- Transforming the Workforce of Tomorrow
- Advancing the Future of Transportation

Values that Guide Us:

SAFETY

We are a provider and partner of safe, reliable, and resilient transportation services to our employees, customers, and community.

INNOVATION

We are a national leader in applying state-of-the-art technology to revolutionize transportation operations and enhance customer service.

ACCOUNTABILITY

Team members and individuals hold each other responsible for the commitments they have made.

COMMUNICATION

We encourage healthy discussions built on shared information and knowledge throughout the organization. We clearly, effectively, and deliberately share information with and receive feedback from stakeholders.

EMPLOYEE EMPOWERMENT

We encourage our employees to take initiative to accomplish outcomes using strategies they determine are best. We provide opportunities to all employees.

STEWARDSHIP

We promote and protect the social, environmental, ethical, and financial well-being of our employees, our customers, our agency, and our community for our State.

TRANSPARENCY

As an organization and as individuals, our actions and outcomes are upfront, truthful, and visible.

TRUST

Our teams are open, honest, and vulnerable without fear of repercussion. Our external stakeholders know we are taking actions that are in their best interests.

THE MDTA BOARD AND LEADERSHIP ROUNDTABLE

The MDTA Board

The Board serves as the policy setting, decision-making, and governing body responsible for all actions taken by the MDTA. Authority to set tolls is at the discretion of Board Members. Maryland's Secretary of Transportation presides as Chairman.

Consisting of eight Members appointed by the Governor with the advice and consent of the Senate, the Board's expertise includes structural engineering, transportation planning, land-use planning and finance. Each Member serves a four-year term and term expirations are staggered.

Our Board (2021):

Dontae Carroll
William H. Cox, Jr.
William C. Ensor II
W. Lee Gaines, Jr.
Mario J. Gangemi, P.E.
John F. von Paris
Cynthia D. Penny-Ardinger
Jeffrey S. Rosen
Chairman: Transportation Secretary Gregory Slater

Our Leadership Roundtable (2021):

James F. Ports, Jr., Executive Director
Mary O'Keeffe, Chief of Staff
Deborah E. Sharpless, CPA, Chief Financial Officer
Col. Kevin Anderson, Chief Law Enforcement Officer
Will Pines, P.E., Chief Operating Officer
Percy Dangerfield, Chief Administrative Officer
James Harkness, Chief Engineer
Donna Dicerbo, Director of Procurement
Tonya Dorsey, Director of Human Resources and Workforce Development
David Goldsborough, Director of Information Technology
Chantelle Green, Director of Finance
David K. Greene, Director of Policy, Innovation and Performance
Darol Smith, Director of E-ZPass Operations
Kelly Melhem, Director of Communications
Kimberly A. Millender, Principal Counsel
Vacant, Director of Civil Rights and Fair Practices
Paul Trentalance, Director of Audits
Paul J. Truntich, Jr., Director of Environment, Safety and Risk Management
Melissa Williams, Director of Planning and Program Development



MDTA FACILITIES

PROVIDING VITAL LINKS IN MARYLAND'S TRANSPORTATION NETWORK

Covering more than 775 road miles of major highways, the MDTA's tolling system consists of two turnpikes, including the I-95 Express Toll Lanes (ETL); plus two tunnels and four bridges.

These facilities keep Maryland moving and provide safe and efficient options for those travelling throughout the state. The MDTA Police provide law enforcement services on MDTA facilities, at BWI Thurgood Marshall Airport and at the Port of Baltimore.



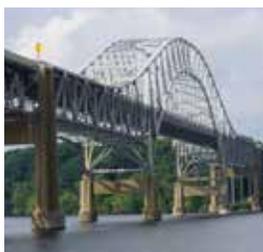
John F. Kennedy Memorial Highway (I-95)

Opened in 1963, this 50-mile section of I-95 runs from the northern Baltimore City line to Delaware. Tolls are collected in the northbound direction only just north of the Millard E.

Tydings Memorial Bridge, located over the Susquehanna River in northeast Maryland. The I-95 Maryland House and Chesapeake House travel plazas serve millions of customers annually. Eight miles of I-95 Express Toll Lanes (ETL) opened on the JFK Highway between I-895 and White Marsh in 2014. Tolls are paid at highway speeds on the I-95 ETL via All Electronic Tolling (AET) as vehicles pass beneath tolling structures.

■ **FY 2021 JFK HIGHWAY TRAFFIC VOLUME: 12.8 MILLION VEHICLES***

■ **FY 2021 TRIPS EXPRESS TOLL LANES: 7.0 MILLION**



Thomas J. Hatem Memorial Bridge (US 40)

The oldest of the MDTA's facilities, this 1.4-mile, four-lane bridge opened in 1940. It spans the Susquehanna River on US 40 between Havre de Grace and Perryville in northeast Maryland.

Tolls are collected in the eastbound direction only. The Hatem Bridge was the first of the MDTA's legacy facilities to begin All Electronic Tolling in 2019.

■ **FY 2021 TRAFFIC VOLUME: 4.3 MILLION VEHICLES***



Baltimore Harbor Tunnel (I-895)

The 1.4-mile, four-lane tunnel opened in 1957. Designated as I-895, the tunnel crosses under the Patapsco River and connects major north/south highways and many arterial routes in

Baltimore's industrial sections. Including the tunnel and approach roadways, the total facility is approximately 18.3 miles long.

■ **FY 2021 TRAFFIC VOLUME: 17.1 MILLION VEHICLES**



Francis Scott Key Bridge (I-695)

This outer crossing of the Baltimore Harbor opened in 1977 as the final link in I-695 (Baltimore Beltway). The 1.7-mile Key Bridge crosses over

the Patapsco River where Francis Scott Key was inspired to write the words of our national anthem, "The Star-Spangled Banner." This facility also includes the Curtis Creek Drawbridge and the Bear Creek Bridge. Including the Key Bridge and approach roadways, the total facility is approximately 10.9 miles in length. The Key Bridge was the second of the MDTA's legacy facilities to begin AET in October 2019.

■ **FY 2021 TRAFFIC VOLUME: 11.4 MILLION VEHICLES**

*NOTE: Tolls are collected in one direction only.



Intercounty Connector (ICC)/MD 200

The ICC links I-270/I-370 in Montgomery County and US 1 in Prince George’s County, and is Maryland’s first all-electronic, variably priced toll facility. The first segment between I-370 at

Shady Grove and MD 97 in Rockville/Olney opened in 2011; the second segment to I-95 opened in 2011; and the ICC was completed to US 1 in Laurel in 2014. A faster, more reliable drive for motorists, the ICC also helps reduce congestion on I-495 (Capital Beltway). Tolls are paid at highway speeds with AET.

■ **FY 2021 TRIPS: 26.3 MILLION**



Fort McHenry Tunnel (I-95, I-395)

This eight-lane tunnel is nearly 1.4 miles long and connects the Locust Point and Canton areas of Baltimore, crossing under the Patapsco River just south of historic Fort McHenry. When

it opened in 1985, it was the largest underwater highway tunnel and the widest vehicular tunnel built by the immersed tube method in the world. It’s a vital link in I-95, the East Coast’s most important interstate route. Including approach roadways, the total facility is 10.3 miles long.

■ **FY 2021 TRAFFIC VOLUME: 39.6 MILLION VEHICLES**



William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)

The Bay Bridge crosses the Chesapeake Bay along US 50/301. Dual spans provide a direct connection between

Maryland’s Eastern Shore and metro Baltimore, Annapolis and Washington, DC. At 4.35 miles (eastbound) and 4.33 miles (westbound), the spans are among the world’s longest and most scenic over-water structures. The original span opened in 1952 and provides a two-lane roadway for eastbound traffic. The parallel structure opened in 1973 and provides three lanes for westbound travelers. During periods of heavy traffic, one lane of the westbound bridge is “reversed” to carry eastbound travelers. The Bay Bridge was the third of the MDTA’s legacy facilities to begin highway-speed AET in May 2020.

■ **FY 2021 TRAFFIC VOLUME: 11.4 MILLION VEHICLES***



Governor Harry W. Nice Memorial/Senator Thomas ‘Mac’ Middleton Bridge (US 301)

Opened in 1940, this 1.9-mile, two-lane bridge is located on US 301 and spans the Potomac

River from Newburg, Maryland, to Dahlgren, Virginia. President Franklin D. Roosevelt participated in the facility’s groundbreaking in 1939. Tolls are collected in the southbound direction. In 2016, the MDTA Board approved \$765 million in funding for construction of a new Potomac River Crossing to replace the Nice/Middleton Bridge by early 2023, as well as a new operations, police, and customer service campus.

■ **FY 2021 TRAFFIC VOLUME: 2.5 MILLION VEHICLES***

*NOTE: Tolls are collected in one direction only.



2021 FACILITY NEWS & UPDATES

I-895 Megaproject Built Two New Bridges

The MDTA replaced the I-895 bridge north of the Baltimore Harbor Tunnel (BHT), and all four lanes on the bridge and in the tunnel are now open. The project was a 2.89-mile-long megaproject to construct two new bridges and rehabilitate the tunnel. Work also included replacing the Holabird Avenue exit ramp (Exit 10).

The project featured several innovations:

- Lightweight foamed concrete eliminated the need for compaction of backfill material in tight areas.
- An automated lane closure system and dynamic sign on the southbound approach to the bridge and tunnel provide a lane closure taper and motorist warning. A similar system and swing gates make lane closures safer for tunnel maintenance.
- An underground stormwater detention system delays discharge of stormwater so the existing storm drain system doesn't have to be replaced.

New Harry W. Nice/Thomas “Mac” Middleton Bridge Replacement

Construction for replacing the bridge was in full swing during 2021. When open to traffic, the new bridge will offer four 12-foot-wide lanes with 2-foot shoulders, which will double capacity, improve safety, and enhance emergency response and maintenance/inspection activities.

The project is replacing the existing 1.9-mile, narrow two-lane bridge over the Potomac River with a new, wider bridge. The new bridge is designed for a 100-year service life, which will minimize future maintenance costs.

The new bridge design includes more than \$2 million in features to accommodate lane sharing for cyclists.

Materials from the demolished bridge will be used to create an artificial fish reef. In addition, the MDTA is working with partner agencies to create acres of oyster habitat through five seedings.

In 2021, milestones included:

- All 845 foundation piles installed.
- Piers and abutment construction well underway.
- First prestressed concrete girders on Maryland approach built.
- Erection of steel girders on main spans begun.

Restoring Streams and Wetlands Near I-895

An I-895 Stream Restoration project restored 2,020 feet of an unnamed tributary to the Patapsco River in a high-density neighborhood just outside Baltimore City limits.

The project protects a large stream culvert under light rail tracks, lessens large frequent clogs and hazardous backwater, and improves water quality and ease of maintenance. Stabilizing the stream minimizes loss of trees and sediment erosion from flash floods. Today, a stable stream and floodplain captures and treats nutrients from the upper watershed and the over-widened floodplain addresses climate resiliency. Forested wetlands were created on 1.53 acres.

I-95 Express Toll Lanes (ETL) Northbound Extension

The I-95 ETL Northbound Extension project will enhance the MDTA's efforts to provide a safe and reliable drive for millions of drivers each year – commuters and Interstate travelers alike – who travel the East coast's “Main Street.” The improvements will increase quality of life for numerous communities with the addition of several new noise walls and will replace or rehabilitate seven bridges that are more than 50 years old.

Reconstruction of northbound I-95 between MD 43 and south of MD 152 began in Spring 2021. The northbound roadway will be widened to the outside to allow for the construction of two ETL in the median area. The future roadway configuration will consist of four general purpose, non-tolled lanes, and two ETL.

On June 7, 2021, the MDTA opened the new Park and Ride lot at the intersection of MD 924 and Woodsdale Road, adjacent to the I-95 interchange at MD 24/MD 924 in the Abingdon area of Harford County. This Park and Ride location provides an alternate site for Park and Ride customers in Harford County.

Work on reconstructing the MD 152 interchange began in Fall 2021. In addition to the interchange reconstruction, the roadway was widened for approximately 2.7 miles from north of Old Joppa Road to south of MD 24. ETL access to and from northbound I-95 will be provided at MD 152 via a signalized intersection. This will connect with the existing ETL from Baltimore City to MD 43 and the ETL (under construction) from MD 43 to south of MD 152.



MEETING STRATEGIC GOALS

Transformational Change is Happening at the MDTA

Projects, actions, and organizational culture are all driven by the MDTA's mission, vision, and values. These principles guide us and form the foundation of the five goals outlined in the MDTA's Strategic Plan.

Not Just a Toll Agency

For many years, the MDTA was a toll agency. After all, tolls support operations and services provided to customers. The MDTA is self-sufficient, with no Transportation Trust Fund or General Fund dollars used for its support.

But today, its core mission goes beyond collecting funds. The MDTA provides customers a better driving experience and an improved quality of life, and makes toll expenses well worth the money spent.

The MDTA of Tomorrow Will Be Different

The MDTA's Strategic Plan outlines how changes are occurring. It provides the MDTA with a roadmap for the future, helps us determine where to spend time, money, and resources, and leads everyone in moving toward shared goals.

The Strategic Plan states what the MDTA stands for and what we are doing to be successful – it's our foundation. The road map helps the agency navigate challenges, while delivering exceptional customer service.

GOAL: ADVANCE THE FUTURE OF TRANSPORTATION

The MDTA is a leader in shaping and enhancing Maryland's and the region's transportation network. We deliver innovative solutions and projects of all sizes in less time, and the future can be seen in several current initiatives.

Launch of DriveEzMD

The MDTA launched Maryland's new tolling system DriveEzMD on April 29, 2021. Designed to "Keep Maryland Moving," DriveEzMD makes it easier than ever to travel the State's toll facilities with a new website, web chat, customer call center, toll payment choices, text notifications, and more.

The system encompasses E-ZPass, Pay-By-Plate, and Video Tolling. Pay-By-Plate is the newest payment method,

tolls are automatically billed to your registered credit card each time you use Maryland's facilities, with no need for a transponder.

As of Dec. 31, 2021, there were 64,601 Pay-By-Plate accounts and 2,050,356 E-ZPass Maryland accounts.

Mapping the MDTA Strategic Plan

To identify and focus on short-term business goals, the MDTA developed a Strategic Plan roadmap.

Minority Business Enterprise (MBE), Small Business Reserve (SBR) and Veteran-Owned Small Business Enterprise (VSBE) Contract Participation

The MDTA's MBE participation as of June 30th (Fiscal Year 2021) was 19.67%, or approximately \$105.7 million of the \$538 million in contracts awarded. This is a \$68.4 million increase over the \$37.3 million awarded to MBE firms in the prior fiscal year.

MDTA's SBR performance for Fiscal Year 2021 was 4% (\$20.8 million) of total contract payments of \$522 million. This was roughly \$800,000 more than the designated payments in the prior fiscal year.

VSBE performance was 1.08%, or approximately \$5.8 million of total awarded contracts of \$538 million.

Development of Organizational Asset Data Standards

In 2021, the MDTA managed data updates to meet standards and consolidated asset datasets and applications in-house that were previously managed outside of MDTA IT systems.

Implementation of Enterprise Geographic Information System

This initiative has several benefits, including facilitating planning, inventory, analysis, and assessment workflows, and making inventory and reference data available anywhere. It expands asset management practices beyond basic inventory management and condition assessment to include criticality analysis, service life and replacement, cost evaluation, and capital planning.

Planning and Program Development

Following an extensive public involvement process, toll rate ranges were set for the Phase 1 South American Legion Bridge to I-270 project. And for the Bay Crossing Tier 1 National Environmental Policy Act (NEPA) Study, the Draft Environmental Impact Statement was published and Public Hearings held.

GOAL: PROVIDE EXCEPTIONAL CUSTOMER SERVICE

The MDTA strives for solid communication and improved travel experiences for customers. In 2021, we accomplished the following to further the goal of providing exceptional customer service.

DriveEzMD to “Keep Maryland Moving”

Launched in April, DriveEzMD offers drivers a new website, web chat, customer call center, toll payment choices, text notifications, and other customer service advantages.

An ever-expanding FAQ and catalog of videos assist with account and website navigation, and the DriveEzMD.com website continues to evolve to better serve Maryland drivers.

In 2021, the E-ZPass and DriveEzMD marketing focus centered around the launch of the DriveEzMD brand, the website and system transition, and maintaining trust with drivers throughout the COVID-19 pandemic, all the while providing excellent customer service.

The largest campaign of the year was the launch of the new brand- tying the name DriveEzMD with E-ZPass, educating customers about the new Pay-By-Plate payment option, and ensuring awareness of the changes regarding the website. Various creative approaches were used across digital, out of home, radio, print and grassroots avenues. The partnership between E-ZPass and local area sports teams continued, but in a limited capacity due to the pandemic.

Communication efforts were numerous and varied- there was a concerted effort to reach drivers where they were, during a time of emphasis on staying home and reducing unnecessary travel.

Virtual Hearing Process Easier for Customers

This past year, the MDTA worked with the Baltimore City court system to develop a virtual process to hear customer’s toll cases online instead of in-person. In 2021, 1,026 cases were scheduled in five court dockets. Over 22,464 cases were scheduled for in-person hearings in Maryland’s district courts.

Finding New Homes for Maryland House Travel Plaza Murals

Seven of the eight murals that hung at the original Maryland House Travel Plaza have new homes. Created by artist William A. Smith when the former Plaza was built, these mural panels depicted individuals and events important to Maryland’s history. They were removed as

part of the travel plaza redevelopment. The MDTA has found new homes for them, including “Andrew Ellicott & Benjamin Banneker Surveying the Boundaries of Washington, D.C.”, a mural that will remain permanently at the Banneker-Douglass Museum.

Customer Experience at I-95 Travel Plazas

Working with Areas USA, the MDTA continues to evolve the customer experience at its Maryland House and Chesapeake House Travel Plazas. At full-service Sunoco stations, freshly made hot and cold fast-food offerings are now available.

In the Driver’s Seat

The MDTA helped drivers stay on top of news, projects and traffic with 286 email/text alerts to GovDelivery subscribers and 88 news releases and traffic advisories in 2021.

1-877-BAYSPAN (229-7726) received 907,429 calls during 2021, giving motorists traveling the Bay Bridge real-time travel conditions 24/7.

On MDTA social media platforms, photos and videos showed progress of the new Nice/Middleton Bridge project. Posts on Facebook reached over 92,000 people and garnered over 50,000 engagements.

During periods of high call and web chat volumes for our tolling customers, MDTA social platforms were a vital communications tool.

Strengthening Community Relationships at the MDTA Police

“Outreach through Service” is a guiding principle for the officers, and several initiatives reflected this in 2021. Officers became certified instructors in CPR, child safety seat installation, active shooter response, and crime prevention, and can now share these skills with different community groups.

Across the state, the MDTA Police made appearances at National Night Out, Trunk or Treats, community parades, Shop with a Cop events, Toys for Tots collections, school visits, community meetings, summer camps, block parties and more.

In October, officers teamed up with Turner Station Conservation Teams and the local faith community to support Faith & Blue, a powerful initiative that builds bridges between engaged communities and law enforcement. Officers hosted a Saturday community outreach event in Turner Station and attended Sunday services at Mt. Olive Baptist Church.

GOAL: MAXIMIZE SAFETY AND RELIABILITY

The MDTA's most critical responsibility is providing safe and reliable movement of people and goods and ensuring the safety of employees and contractors. Keys to this goal are reducing crashes, identifying and preventing criminal activities, system preservation and preparing for natural and man-made hazards. Among the highlights in 2021 were the following.

Highway Speed All-Electronic (Cashless) Tolling (AET)

Highway-speed all-electronic tolling reduces congestion and carbon emissions, improves safety and truck inspection operations, and streamlines operations, maintenance, and lifecycle costs.

Highway-speed AET at the Thomas J. Hatem Memorial Bridge (US 40) began on October 16, 2019, and at the Francis Scott Key Bridge (I-695) on October 30, 2019, where new all-electronic tolling gantries at the base of the bridge smooth the way for motorists. The old toll plaza is now gone, lanes are reconfigured in the former toll plaza area, and signage and lighting are upgraded. Highway-speed AET debuted at the Bay Bridge in May 2020.

At the John F. Kennedy Memorial Highway, the center of the old toll plaza was removed, providing Intelligent Transportation System upgrades including fiber optic communication, paving the way for highway speed AET lanes. The overhead tolling gantry was activated in November 2021.

The MDTA began highway-speed AET construction work in Fall 2021 at the Fort McHenry Tunnel (I-95). A phased removal of the toll plaza and installation / activation of overhead tolling gantries near the tunnel bore is underway.

Prioritizing Traffic Safety at the MDTA Police

Officers targeted dangerous driving behavior, proactively making more than 53,000 traffic stops. The Commercial Vehicle Safety Unit conducted almost 15,000 inspections, placing 4,499 improperly equipped and 1,552 dangerously overweight vehicles out of service. The Driving Under the Influence (DUI) Team removed 1,097 impaired drivers from Maryland roadways—with countless lives saved, and injuries and crashes prevented.

Traffic Safety Specialist Certifications

In 2021, the MDTA Police increased participation in the Maryland Highway Safety Office's Traffic Safety Specialist (TSS) program. More than 180 MDTA Police Officers are now TSS certified.

To become a TSS, officers must have at least two years of patrol experience, be certified in the use of speed detection devices and Standardized Field Sobriety Tests, plus complete Advanced Roadside Impaired Driving Enforcement and Traffic Incident Management training.

Decreasing Crime

Across MDTA facilities, with the help of targeted and effective policing strategies, significant crimes decreased by four percent in 2021.

Managing Incidents

Monitoring traffic 24/7, the MDTA's Operations Centers in Baltimore and at the Bay Bridge handled 19,715 incidents in 2021 including crashes, disabled vehicles, debris, weather events and other incidents.

Bridge Structure Safety

The MDTA uses a tool called Bridge Asset Management Program (BAMP), which is updated regularly with bridge inspection data to help maximize safety and reliability of bridge structures:

- Calculating a priority score for each bridge and ranking all bridge assets considering current condition, risks in structural adequacy and exposure, and performance history.
- Identifying, quantifying, and estimating the cost of bridge improvement work.
- Developing and prioritizing three types of improvement projects (major, preservation and paint) including engineering and construction costs.
- Forecasting future conditions through advanced deterioration modeling.
- Generating information for future planning and reports.

Implementation of Safety and Risk Management Software

The MDTA debuted STEAM, a new service, safety and risk management tool. The software makes incident reporting, safety auditing, and occupational health tracking much more efficient, and provides insights on trends to predict where effort is most needed.

GOAL: MAINTAIN A STRONG FINANCIAL POSITION

Efficient revenue collection and operations. Maximum services and benefits through money spent. Maintaining a strong credit rating to ensure that borrowing costs are as low as possible.

The following initiatives help ensure a strong financial position for the MDTA to benefit the public we serve, with fiscally sound, and innovative financial systems and planning and smart asset management.

Excellence in Reporting

For the eighth consecutive year, the MDTA received the Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report. Awarded by the Government Finance Officers Association, it's the highest form of recognition in governmental accounting and financial reporting.

Budget Planning Tool Implementation

A new system interfacing with MDTA's Microsoft Dynamics SL financial system replaced the prior Microsoft Excel budget planning tool.

Successful Bond Issues

In the past year, the MDTA issued \$746 million of Transportation Facilities Projects Revenue Bonds to refinance the Series 2008A TIFIA loan and to fund capital infrastructure projects. During challenging fiscal times, the MDTA issued a sizable amount of debt while also maintaining AA credit ratings.

Insurance Claims Recovery

During 2021, the MDTA recovered more than \$1.1 million through insurance claims. The effort included gathering property damage reports, contacting responsible parties, and following up to request payment.

Saving Money on New Contracts

The MDTA procured 86 new contracts during the 2021 calendar year. The combined contracts had an original estimate of \$383,728,321. Each contract went to either the lowest responsive bidder or offeror who provided the most advantageous bid. The final total cost of contracts procured was \$362,130,465—a savings of more than \$21 million from original estimates.

Improvements in Fleet Operations

The sale of out-of-service vehicles totaled \$557,296 in 2021. Also, instead of relying on an outside vendor, the MDTA upfitted its vehicles with lights and other systems in-house. This change in process saved the MDTA over \$115,000.

Re-engineering In-Person Processes

During the pandemic, the MDTA re-engineered many critical in-person procurement processes such as pre-bids/proposals meetings, bid/proposal openings, site visits, vendor meetings, evaluations, debriefings and more. Efforts focused on providing timely procurement services for MDTA's most critical projects.

GOAL: CREATE TOMORROW'S WORKFORCE TODAY

A team of individuals who develop innovative solutions, make continuous improvements, and provide exceptional service, the MDTA nurtures each person through training and development initiatives, strong internal communications, and a continual focus on the MDTA of tomorrow.

Human Resources and Workforce Development

In 2021 the MDTA established prevailing hiring rates for IT Systems Technical Specialist, IT Systems Technical Specialist Supervisor, Occupational Safety and Health Compliance Officer III, and Program Specialists; created the Toll Image Reviewer position and completed 26 internal hires; and achieved a perfect score on the Veterans preference points audit.

The MDTA also relaunched the Career Development Program, which provides tuition assistance for coursework toward a college degree, professional certification or approved individual courses from an accredited institution.

Internal Communications and Employee Engagement

The MDTA formed Engaging the Workforce, a workgroup to enhance internal communication and employee engagement. The group looks at suggestions submitted by employees, improvements to training and safety, and any ways to help the MDTA "Be Better."

Identifying CAV Workforce Needs

In 2021, the MDTA completed a Connected and Automated Vehicle (CAV) Workforce Needs Analysis. This included identifying and documenting existing and future CAV Knowledge, Skill Sets and Abilities and developing a Workforce Action Plan for future development.

Police Leadership Development and Training

The MDTA Police invested in Leadership in Police Organizations (LPO), a development training program of the International Association of Chiefs of Police. LPO is modeled after the concept of dispersed leadership, where every officer is a leader, and delivers modern behavioral science concepts uniquely tailored to law enforcement.

To date, 175 police supervisors, officers, emergency dispatchers, and administrative civilians have attended. Our goal is that 100% of our MDTA Police team members will complete the program.

The Women in Law Enforcement Program

Created to increase recruitment and retention of women officers in the MDTA Police, this initiative enhances representation of women in historically underrepresented areas of law enforcement. Efforts include participation in recruitment events, mentoring programs, and a phone chain for those seeking support when considering advancement.



Maryland
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2310 BROENING HIGHWAY | BALTIMORE, MD 21224
MDTA.MARYLAND.GOV | BAYBRIDGE.COM | DRIVEEZMD.COM